



March 9, 2006

Dear Colleague:

The Lincoln Institute of Land Policy and the Great Cities Institute at the University of Illinois at Chicago invite you to attend the sixth annual Universities as Developers seminar. This year's seminar will be hosted jointly by Georgia State University, Georgia Institute of Technology and Morehouse College, in Atlanta, Georgia, April 24-25, 2006. Our theme will be "University as Real Estate Developer: Leadership for 360-Degree Development". The theme of "Leadership for 360-Degree Development" will be fleshed out using the experiences of our three host universities where each university assumes the role of a civic leader under different contexts but plays this role within the context of a 'single' city, Atlanta. Georgia State University represents the role of the university as "*urban planner*" in developing a master plan that serves as the first land use plan in the city. Morehouse College, on the other hand, is representative of the university as "*neighborhood planner*" in seeking and fostering community partnerships to develop *with* rather than *into* the abutting neighborhood. Lastly, Georgia Tech represents the university as a "*real estate developer*" in partnering with the private sector to spur economic development.

360-degrees of planning and development is a common theme that runs across all of Lincoln Institute of Land Policy's program on The City, Land and The University, including the annual Universities as Developers seminar. This theme calls for an understanding of the university's expansion and development from a variety of points of view including the immediate neighborhood and the larger city. This comprehensive understanding of the role of the university has become important at a time when we have witnessed economic restructuring; a long-term decline urban public investment; and reduced civic leadership, which have some left cities in an ailing state. Many universities have stepped up to fill this vacuum. We believe that among our ranks there are many universities that have simultaneously engaged in the advancement of universal knowledge as well as the improvement of local well being.

At the Universities as Developers seminar we will address a number of questions, including, what does the role of a university as 'civic leader' imply? How must universities develop while balancing the university mission and their role as a civic leader? As an 'engaged' urban institution, when and with whom should universities partner? What are the costs and benefits of partnership? How should universities balance interests of multiple stakeholders internally within the university, externally, in the neighborhood community and the city at large? Using a combination of site visits and in-depth interaction with key players from the three host universities, the sixth annual Universities as Developers seminar will facilitate participant university administrators to think about these challenging questions.

Many colleges and universities face these complex issues. Yet, those responsible for real estate development rarely have the opportunity to meet their peers away from the demands of their home institution. We will provide the structure and atmosphere for you to share experiences and “best practices,” and to make contacts with your colleagues that will provide ongoing benefits when you return to your work.

The Lincoln Institute is a nonprofit training and research institute that organizes and sponsors executive seminars for senior-level land policy makers in the US and abroad. The University as Developers seminar is one of the most established products offered by the Lincoln Institute’s, *City Land and University Program*. The Great Cities Institute is a center of engaged urban research at UIC, providing a rich array of research programs and faculty resources, and building innovative forms of university/community partnerships to address urban issues in Chicago, the region and the nation.


To register: Please fill out and return the enclosed registration form to the Lincoln Institute as indicated at the bottom of the registration form by **April 4, 2006**. Please include a check for \$50 payable to the Lincoln Institute of Land Policy. **The Lincoln Institute will cover the cost of hotel for one night and make necessary hotel arrangements for the first 20 registrants, provided registrants are present for the entire duration of the seminar. Please do not contact the hotel; the Lincoln Institute will handle all accommodation requests.**

For more information about the seminar, seminar reading material, and the *City, Land and University Program*, please visit our website at: <http://www.lincolnst.edu/subcenters/clu/>.

The program begins on Monday, April 24th at 8:30 AM with registration and continental breakfast; we will have a group dinner that evening. All program materials and food and beverage for both days of the program are included in the tuition. Your prompt reply will make our planning and logistics that much easier.

Please join us for this unique opportunity to share perspectives with other university officials from around the nation who are involved in real estate development. If you are unable to attend but you are interested in designating a substitute, please do so. Our intent is to limit the attendance to senior level decision makers ONLY. If you have any questions or comments concerning the program, please feel free to call David Perry at (312) 355-3926 or Roz Greenstein at (617) 661-3016 x147. We look forward to seeing you in Atlanta in April.

| Yours sincerely,



Rosalind Greenstein
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